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ABSTRACT

This handbook, developed by the National Alliance of Business, is designed as a tool for Private Industry Councils (PICs) in providing a framework for planning a program of Employment Generating Services (EGS) for disadvantaged workers. Based on the experiences of many PICs, a six-step EGS-program-planning process that includes assessing needs, establishing priorities, formulating goals, determining the mix of projects, specifying objectives and evaluation criteria, and developing work plans is suggested. Presented are examples of job creation and job access plans including a statement of the main program priority, the primary and secondary program goals, and a list of individual projects and project objectives developed in response to those priority needs and goals. In the remaining three-quarters of the handbook, 20 EGS models of successful projects are provided with examples for labor market information, marketing, cooperative ventures, economic development, and worker/workplace. Before the models are presented, a priority chart is provided to guide the reader to models that create jobs or allow access to existing jobs. Information for each model includes model intent, description, instructions for implementation, allocating resources, best operating conditions, pitfalls, and questions measuring success. To share further experiences, a project feedback form is provided. (BPB)

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Alliance of Business

Training Series

Employment Generating Services Handbook: Practical Models for Expanding Job Opportunities.

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Employment Generating Services Handbook: Practical Models for Expanding Job Opportunities

Private Industry Council Training Series
produced by
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August, 1981

Copies of this handbook may be obtained from the National Alliance of Business Regional Service Office in your area. Additional information about some of the projects described herein may be obtained from the PSIP Clearinghouse of the National Alliance of Business, Washington, D.C.

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Foreword

A major responsibility of the Private Industry Council (PIC) is to help create and expand private sector job opportunities for the hard-to-employ. Title VII of the CETA Regulations grants the PIC wide latitude to initiate activities to achieve this goal. These activities are broadly classed as "Employment Generating Services" (EGS).

The chance to sponsor Employment Generating Services presents a unique opportunity and a special challenge for the Private Industry Council. The fact that (1) no other CETA Title permits such an effort, and (2) PICs are encouraged to be innovative in the design and implementation of EGS activities presents the opportunity.

The challenge arises from a number of factors, including: (1) the current focus on the demand side of the private sector labor market as the place to find solutions for the employment problems of the economically disadvantaged; (2) the elimination of CETA-subsidized public service employment jobs; and (3) the lack of long-term experience in developing EGS activities.

Expectations for the potential of Employment Generating Services are great. To achieve that potential, the PIC needs to be aware of both widely practiced and experimental EGS activities and able to plan a program of EGS projects appropriate to local conditions. This Handbook provides information addressed to those needs.

William H. Kolberg
President

Introduction

This Handbook is directed toward members of the Private Industry Council for their use in making decisions regarding Employment Generating Services. The Handbook should prove particularly useful in providing a framework for planning a program of Employment Generating Services (EGS) and in generating ideas for specific EGS projects.

Section One, Employment Generating Services Program Planning, suggests an EGS planning process to complement overall PIC program planning. After a description of the six key steps in the process, the Handbook provides two examples which illustrate application of the process by PICs serving areas having different types of EGS needs.

Section Two, Employment Generating Services Models, consists of three parts: (1) a priority chart to direct readers to appropriate models; (2) twenty model descriptions based on successful EGS projects initiated by PICs across the country; (3) a feedback form for suggesting additional projects that could be developed as EGS models.

The models which appear in this Handbook were selected to illustrate the wide range of projects which may be sponsored as EGS activities. Some models have not been publicized outside the community in which they originated. Others are well-known, but practical information on resource requirements and basic implementation steps has not been readily available until now.

In conclusion, the Handbook is not meant to be an exhaustive listing of possible EGS projects, nor a compendium of those projects which have been either "most" successful and/or innovative. Rather, it provides a description of some EGS models—derived from actual projects—which have worked, and furnishes essential information on how those project-based models were made to work.

Acknowledgements

The information presented in this Handbook is based upon the Employment Generating Services experiences of many Private Industry Councils throughout the United States. This is to acknowledge the contribution of the following individuals who so willingly contributed the essential information, knowledge and insights which were used to develop the model project descriptions contained in this Handbook, and who also reviewed drafts of those models to ensure their accuracy and potential utility for other PICs.

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Section I

Employment Generating Services Program Planning

Introduction

Employment Generating Services* are defined in the Code of Federal Regulations (20. Part 679) as:

> . . . activities which are not directly related to the immediate provision of training or employment for participants but *which are intended to result in the creation or expansion of employment opportunities for persons eligible under this part.*

The Regulations state that the Private Industry Council may spend up to 30% of its Title VII program funds on Employment Generating Services. They also suggest certain activities which would be allowable under the EGS heading, although neither the Regulations nor CETA legislation restrict the PIC from engaging in EGS activities not specified.

EGS Project Categories

For the most part, it has been up to the Private Industry Councils themselves to define what is meant by EGS activities through the types of projects which they have initiated. The EGS projects which PIC's have undertaken to date can be classified into five major categories:

Labor Market Information—projects to improve the quality and decision-making value of local labor market data

Marketing—projects to identify employer needs, and advertise and sell PIC services to meet those needs

Cooperative Ventures--projects to develop linkages and working relationships with other deliverers of services which impact on the local employment and training system

Economic Development--projects to stimulate the local economy in order to expand or retain jobs

Worker/Workplace—projects to provide special assistance or support to the effective transition of the unemployed or underemployed worker

Characteristics of Successful Programs

Regardless of the specific types of projects initiated by an individual PIC, successful programs have been characterized by several elements:**

- EGS objectives are part of broader goals such as improvement of the local economy, improvement of the overall local human resources delivery system, improving the performance of CETA in client training, placement and support services.
- EGS funds are used in conjunction with funds from other sources to achieve project objectives.
- EGS projects represent and are the result of extensive coordination among several organizations.

*For a basic introduction to Employment Generating Services Activity Options, see Section 4 of NAB's Handbook, *Options on Roles, Organization, and Programs of the Private Industry Council.*

**These elements were identified by the Office of Comprehensive Employment Development (OCED) of the Employment and Training Administration (ETA) after reviewing a number of EGS projects and programs.

- EGS projects provide specific tangible benefits to CETA-eligible persons in the short term, while also contributing to longer term objectives.
- EGS projects target population groups in the community that face the most severe barriers to employment.
- EGS project design includes a built-in evaluation system to compare results with objectives and measure benefits to CETA-eligible persons.

EGS Needs and Planning

Taking local conditions and needs into account, it is up to each PIC to decide what categories of activity are most appropriate and what specific projects to sponsor within those categories. As the above characteristics suggest, effective planning is the critical ingredient in reaching those decisions and in developing a successful program of Employment Generating Services.

While specific procedures will vary considerably from one PIC to another, the general process for EGS program planning consists of six basic steps:

1. Assess needs
2. Establish priorities
3. Formulate program goals
4. Determine mix of projects
5. Specify project objectives and evaluation criteria
6. Develop work plans

Program Planning Process

Assess Needs

EGS planning* begins with an assessment to determine (1) the level and extent of employment generating service needs, and (2) the exact nature of those needs. The primary sources of information to be employed in making this assessment are:

- local labor market information
- data on population groups
- programs and plans of other organizations

Labor Market Analysis: Using Available Data

Labor Market Information (LMI) consists of data on the conditions and characteristics of the labor market within the local community. It can be used to (1) assess and project the strength of the local economy, (2) identify potential job opportunities within the community which are appropriate for CETA participants, and (3) pinpoint the specific needs of local businesses and industries so that the PIC can develop its plan based upon those factors.

Sources of Labor Market Information

The first source of labor market information is the CETA Prime Sponsor. Three other primary sources are the Labor Market Information Division of the State Employment Security Agency, the Bureau of Labor Statistics, and the Regional Office of the Employment and Training Administration. Other sources of information include the State Occupational Information Coordinating Committee, local universities or colleges, business associations, and industrial directories.

Process of Labor Market Analysis

Sound labor market analysis is a complex process. However, the basic process for EGS decision-making purposes is:

1. Identify the business and industrial composition of the local community.
2. Determine what specific occupations are associated with those businesses and industries.
3. Review occupational growth and replacement data for those industries and occupations.
4. Estimate the strength of the local economy, and the relative need for job training as opposed to job creation and development.
5. Assess the data from steps 3 and 4 to pinpoint those needs which might be addressed through EGS projects.

Population Group Analysis

Population group analysis is done to determine the specific needs of CETA-eligible participants in the local community. This information can be used to decide the relative importance of:

- development of training programs and supportive services
- design of EGS projects to create new job opportunities and reach CETA eligibles.

*For more detailed information on Private Industry Council planning, refer to NAB's Guide, *Planning, Management and Evaluation: Realizing PIC Potential*

Source of Population Group Data

The primary source for population group data is the CETA Prime Sponsor's Master Plan.

Process of Analysis

The Prime Sponsor's Master Plan is the long-term agreement between the Prime Sponsor and the Department of Labor. It contains demographic information on the local population. This population group data can be analyzed to pinpoint the different needs of target groups. A general process for reviewing that data is:

1. Based on criteria established by the PIC, such as group size and degree of need, select potential target groups (e.g., blacks, Hispanics, youth, welfare mothers).
2. Review the data to determine whether barriers to job success are due to lack of:
   - job skills training
   - supportive services (e.g., health care, transportation)
   - access to jobs (due to employer hiring practices, lack of job-seeking skills or other factors)
   - availability of jobs.
3. Review barriers associated with lack of jobs and access to jobs to determine which might be alleviated through EGS projects.

Employment-Related Programs Analysis

An essential part of assessing the need for EGS is studying the plans and programs of other local agencies, businesses, and service organizations. This analysis enables the pinpointing of gaps in the local employment and training system and identifying areas for potential collaboration.

Plans/Programs to Review

The most important plan to review is the Prime Sponsor's Annual Plan. Other programs and plans to review include those of government agencies (e.g., Small Business Administration, Housing and Urban Development), local economic development agencies, the state employment service, educational institutions, relevant private sector businesses.

Process for Review

A general process for relating EGS decisions to the programs of others is:

1. Identify the plans and programs which impact on local employment and training.
2. Review those plans and programs; conduct reviews through personal contact whenever possible.
3. Based upon that review, determine:
   - problems that need to be addressed, or areas to be strengthened within local delivery system
   - employment and training service areas in which there are gaps or overlaps
   - opportunities for "joint ventures" with existing organizations
   - programs and plans of other groups which might be worth supporting
4. Determine areas in which EGS projects would be appropriate.

Establish Priorities

After identifying EGS needs and possible activities, the next step is to establish priorities. Answering the following questions can help determine EGS program focus:

- Do economically disadvantaged people in the area lack jobs primarily because not enough jobs exist?
- Do they lack jobs primarily because they do not have access to jobs (due to employer hiring practices, lack of job-seeking skills, or other factors)?
- Is there sufficient information to answer the above questions?

For most PICs, the answer to the first two questions will be "yes," but in varying degrees. If the strongest response is that not enough jobs exist, then the PIC's priority focus will be on job creation and business development. If lack of access to jobs is the main answer, then the priority focus will relate to removing barriers to employment and to developing participant job-seeking/job-keeping skills. In many cases, the focus will be on a balance of job creation and job access goals.

If there is not enough information to answer the questions regarding jobs and access, then one priority EGS goal must address the need to collect more labor market information, either through research and analysis of available data or development of new information.

Formulate Goals

Having determined priorities, the next step is to set program goals. Program goals are broad statements of what the PIC wants to accomplish. The following are sample EGS program goals which relate to the priorities listed above.

Priority	Goal
Need for labor market information	To improve the quantity, quality and decision-making value for PIC program planning of local labor market information.
Need for more jobs in the community	To increase the number of permanent private sector jobs by using PIC resources to stimulate job creation and retention.
Need for greater access to existing jobs by the disadvantaged.	To remove barriers to employment and to enhance job-seeking and job-keeping skills of CETA-eligible participants.

The specific areas in which goals are set, and the number of goals, will be determined by local priorities.

Determine Mix of Projects

Once priorities are clear and goals are set, the next step is to decide what projects to sponsor. There will be many projects which can help meet the goals that have been set. If, for example, a main goal is to increase the number of private sector jobs in the community by aiding local business expansion, the project mix might include any or all of the following:

- business opportunity fair
- small business loan assistance project
- OJT incentives marketing
- new linkage with chamber of commerce

The essential task in this step is to select the number and type of projects which appear most likely to achieve the priorities which have been set. Factors to be taken into account in making this determination include:

- nature of local needs
- compatibility of projects with goals of the PIC
- available funding
- ability to leverage resources
- types of programs offered by other agencies
- Council and staff capability
- level of cooperation with other organizations
- local economic, political and social climate

Ideas for projects will come from many sources, including:

- PIC members and staff
- prime sponsor staff
- public and private community agencies
- schools
- local business people
- PSIP Clearinghouse *Showcase* and *Profiles*
- models in Section 2 of this *Handbook*

For descriptions of projects appropriate to a variety of EGS program goals, refer to Section Two, Part A, "EGS Project Decision-Making."

Specify Project Objectives and Evaluation Criteria

After EGS projects are selected, the next step is to plan for their implementation. This process begins with developing project objectives and evaluation criteria. Because the overall EGS program goal is to create jobs for CETA participants whenever possible, EGS project outcomes should be measured in terms of employment and training opportunities created for CETA-eligibles. But because some EGS projects are indirect or long-term means to achieve job creation, other interim evaluation criteria will be necessary. By asking the following questions for each project, it is possible to develop appropriate outcome or interim standards which can be used for both project direction and evaluation:

- By what *time* will this project be completed?
- Is there a *quantitative* measure that can be assigned (e.g., contacts to be made, reports to be completed)?
- Is there a *qualitative* value that can be assigned (e.g., completeness of information, acceptability to Council)?
- Is there a *cost/effectiveness* value that can be assigned (e.g., cost per contact, number of staff days used)?

Again, these questions are intended only as guidelines; not every question will apply to all objectives.

An example of how an overall goal, a specific project and project objectives/ evaluation criteria fit together follows:

Goal:	To improve the quantity, quality, and decision-making value of local labor market information to determine jobs which could be filled by CETA-eligibles.
Project:	Local Employer Survey
Objective:	To complete, within six months, a local employer survey of 100 leading industries with a response rate of 90% in order to collect valid data on current and near future job opportunities for CETA-eligibles. Survey will cost no more than $10,000.
Evaluation Questions:	Did the data identify job opportunities in sufficient detail to select target jobs for PIC program? Was the designated response rate achieved? Was the survey completed in the time frame specified? Was the survey accomplished within budget?

The "Measuring Success" questions in Section 2 of this Handbook suggest more specific indicators which can be used to develop objectives and evaluation criteria for a variety of EGS projects.

Develop Work Plans

The last step in EGS program planning is developing a work plan for each project to be implemented. Work plans are detailed descriptions of the work to be done in a project. These plans normally describe:

- services to be provided and activities to be accomplished
- schedule and action steps for accomplishing work
- products or results to be produced and time period for their accomplishment
- work to be performed by individuals and units, including assignment of responsibility
- administrative procedures to be followed
- line item presentation of costs for project implementation
- monitoring arrangements, including frequency and checkpoints

Once all work plans are developed, the framework is in place to institute the PIC's full program of EGS services.

The next section provides two practical examples resulting from the application of the EGS planning process.

EGS Program Planning Examples

The result of the EGS planning process should be an integrated program of services which best addresses community needs. The following examples of PIC EGS programs, drawn from actual situations, illustrate project mixes that can result from the planning process applied to two different sets of local conditions. Each example includes a statement of the main program priority, the primary and secondary program goals, and a list of individual projects and project objectives developed in response to these priority needs and goals.

Job Creation Example

Situation

Major urban area with declining business/industrial base.

Needs Assessment Priority Result

The greatest need is to create large numbers of new jobs in the community.

Primary Program Goal

To increase the number of permanent private sector jobs in the community by promoting awareness and use of PIC/CETA programs.

Related Projects and Objectives

Business Contact Project: To make sales calls on 200 manufacturers having more than 50 employees within the next 6 months to introduce them to tax incentives, capital financing and work subsidy programs. This will require no more than 80 staff days.

Loan Officer Training Project: To develop and conduct within the next 12 months three 3-day workshops for 30 bank officers to acquaint them with alternative small business financing available through PIC linkage.

Communications Project: To develop 3 brochures that describe underpublicized PIC EGS services and to distribute these brochures to 1,000 employers within the next 6 months. To get the Chamber of Commerce to distribute the brochures with their monthly newsletter.

Secondary Program Goal A

To develop linkages with other agencies involved in community development.

Related Projects and Objectives

Economic Outlook Seminar: In conjunction with university center for community studies, sponsor this winter three 1-day seminars for 40-50 business leaders and high level public officials in order to analyze and forecast economic growth for the area; present original research; solicit involvement in planning and policy making for economic development.

Community Development Corporation (CDC) Linkage: Within 3 months, develop at least 5 models for CDC/CETA coordination. Within 6 months, plan and conduct training on program coordination for all professional and managerial level CDC and CETA/PIC staff. Within 1 year, fund 2 pilot projects to demonstrate CDC/CETA coordination.

Secondary Program Goal B

To remove barriers to employment resulting from lack of job-hunting and job-keeping skills and information.

Related Projects and Objectives

Youth Work Experience: Bring high school seniors and employers together during September of this year by: developing work-study program for 80 to 100 high school seniors; conducting seminars in which at least 500 students, personnel directors and school counselors and teachers can meet and discuss employer/employee needs and expectations.

Public Aid Project: Provide course, 20 to 30 hours in length, in job-hunting skills for at least 50 single public-aid parents. Provide child care services for project participants. Spend no more than $10,000.

Job Access Example

Situation

Balance of state PIC serving rural/small town area with a stable, slowly growing business/industrial base.

Needs Assessment Priority Result

The greatest need is to remove barriers to employment for targeted groups who have insufficient access to jobs.

Primary Program Goal

To improve the match between unemployed workers and available jobs by promoting awareness and use of PIC/CETA programs among employers and the unemployed.

Related Projects and Objectives

Program Marketing: Establish staff-operated marketing effort to increase awareness of CETA/PIC by employers and unemployed; distribute 2 different service brochures to at least 400 employers and 20 social service agencies.

Outreach Project: To fill 60 available jobs for expanding industry within three-week period through media campaign directed at untapped labor force.

Career Counseling Service: Encourage realistic career planning by placing Job Service labor market information on employment opportunities on microfilm for use in high schools. Complete by end of current fiscal year at a cost of no more than $10,000 in EGS funds.

Secondary Program Goal

To remove barriers to employment through a combination of services to specific target groups of disadvantaged unemployed and to local employers.

Related Projects and Objectives

Ex-offender Job Development and Placement: Place 30 ex-offenders in permanent private sector jobs within the next six months through an employer contact program which is coordinated with job-hunting skills training.

Displaced Homemaker Pilot Project: Develop internships for 10 displaced homemakers within the next 6 months through survey of target group's needs for training and support, development of needed training and support structures, and job development with selected companies.

Jobs for Handicapped: Analyze occupations in community that could be filled by mentally and physically handicapped. Complete survey in 3 months using no more than 60 staff days. Use information to match CETA eligibles with available job types.

Employment Generating Services Models

Introduction

This section consists of three parts:

- **Part A**—a priority chart to direct the reader to appropriate project models
- **Part B**—twenty project models arranged by category:
  - Labor Market Information
  - Marketing
  - Cooperative Ventures
  - Economic Development
  - Worker/Workplace
- **Part C**—a feedback form for providing information about other projects that could serve as models.

Decision Chart

The priority chart presented in Part A elaborates on the three basic priority-setting questions presented in Section One. The chart suggests additional questions to ask in order to define EGS needs and directs the reader to the models contained in this section which relate to those needs.

Model Descriptions

Part B includes descriptions of twenty successful EGS project models. Each description is based on one or more projects that actually have been completed or are now underway. Information for each model is presented in seven parts:

- **Model Intent** — The overall aims and expectations for the model
- **Model Description** — A summary of what the model is intended to accomplish—what the outcomes will be
- **Making It Work** — General instructions for approaching and implementing the model
- **Allocating Resources** — How much time, staff and money are needed, based on actual PIC experience in implementing a project similar to the model described.*
- **Works Best When** — Conditions under which the model is most likely to succeed
- **Watch Out For** — Pitfalls that can endanger model success
- **Measuring Success** — Questions that will provide a basis for judging the effectiveness of the model

Because the models are intended as references to stimulate Council members' thinking regarding possible EGS activities and not as "how to" planning guides for staff, they do not contain exhaustive implementation instructions. The information included for each model was selected because it is unique to the particular project or vital to its success.

*Resources needed will vary greatly from one PIC to another, depending upon scope and size of project, amount of volunteer help available and other local conditions. The resource information in each model is intended only as a guideline for what may be required to implement the model successfully.

These models represent projects that are real and have been implemented successfully in at least one location. This does not guarantee that they will be appropriate everywhere. The models are not intended to show all possible types of EGS projects. Rather, they are presented to illustrate a range of options currently available.

In addition, each description is a "model" only in the sense that it illustrates one possible project. The use of "model" does not imply the project was a perfect example of its kind—only that it happened and that its goals were accomplished to some degree. Whether each project can work for a PIC depends upon a number of factors, including local needs and conditions, the relationship between the PIC and the Prime Sponsor,* resources available, and the receptivity of the community.

General Observations

Besides the specifics in each model, a number of general rules emerged from conversations with PIC directors and project managers:

First, be sure to consider the creation of new private sector jobs as the ultimate goal of the entire EGS program and to build evaluation criteria around this goal. Keep in mind, however, that some projects with more indirect objectives may not show job creation results in the current budget/planning year. Success in those projects can be shown by short-term interim measures, in addition to the normal long-range measures of (a) numbers of jobs created, and (b) costs per new job.**

Second, be sure to know what the project is supposed to accomplish. Otherwise, it will be difficult to measure success and decide whether to expand, continue or terminate a project.

Third, stay in constant touch with businesses and other groups participating in the project. Business conditions can change quickly and business needs will change with conditions. Quick response to change will go a long way toward building PIC credibility in the business community.

Fourth, when establishing ties with other groups, whether they are private companies, political bodies, or community organizations, keep their organizational needs foremost and check out perceptions of their needs frequently.

Fifth, when hiring consultants, be sure to check several references carefully to determine their depth of experience and record of success. Monitor consultants' work carefully to ensure that objectives are met on time and within budget.

Finally, involve significant individuals and groups as early as possible in the planning process. When in doubt about whom to include and when to include them, err on the side of more participation, rather than less.

*In some areas, the PIC and the Prime Sponsor are identified closely with each other. In other places, they operate nearly independently. These differences can affect the viability of many projects.

**Some project models suggest specific short-term measures.

More detailed information on some models is available from the NAB Clearinghouse. If you wish to receive a package of information, call or write: The National Alliance of Business, PSI/ Clearinghouse, 1015-15th Street, N.W., Washington, D.C. 20005, (202) 457-0040.

It is NAB's hope that this Handbook will encourage a continuing exchange of information regarding EGS. To that end, a feedback form is provided in Section Two, Part C. Readers are urged to use this form to describe their successful EGS projects which could serve as models for similar activities by other Councils.

EGS Project Decision-Making

In Section One, Part A, three basic questions were posed as an aid for setting EGS priorities. Those questions are repeated below along with more specific questions that can be asked to help determine your PIC's EGS program needs.

Do economically disadvantaged people lack jobs because not enough jobs exist? → YES

Is there a need to:	
Enable small businesses to grow?	See Economic Development Models 4a, b, c
Help CETA participants start small businesses?	See Economic Development Model 4b
Encourage major employers to expand?	See Economic Development Model 4e
Initiate projects to retain local industries that are closing?	See Economic Development Model 4f
Improve community services (e.g., transportation, child care) to increase employment opportunities?	See Economic Development Model 4g
Ascertain how employers evaluate PIC programs and services?	See Marketing Model 2a
Increase employer awareness of PIC services?	See Marketing Models 2b,c
Use incentives to develop jobs and market services?	See Marketing Model 2d
Increase involvement of PIC with other agencies and business groups?	See Cooperative Venture Models 3a, b

NO/Don't Know

Do economically disadvantaged people lack jobs because they do not have access to existing jobs? → YES

Is there a need to:	
Provide participants with placement/support services?	See Worker/Workplace Models 5a, b, c
Improve community services (e.g., transportation, child care)	See Economic Development Model 4d
Increase employer awareness of PIC services?	See Marketing Model 2c
Increase involvement of PIC with other agencies, business groups and training institutions?	See Cooperative Venture Models 3b, c

NO/Don't Know

Is there insufficient information to answer the above questions? → YES

Is there a need to:	
Obtain more information on local job opportunities? training needs? training resources?	See Labor Market Information Models 1a, b, c

Section 2
Part B

EGS Project Models

Labor Market Information Page

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1a. Local Employer Survey

Model Intent

To identify high demand occupations (due to growth or turnover) in local industries in which CETA participants could be placed.

To select target jobs for job training programs to be sponsored through PIC/CETA prime sponsor.

To supply information to schools for use in planning vocational curricula

Model Description

PIC conducts local employer survey of targeted industries to pinpoint high demand occupations and labor shortage areas.

Making it Work

1. Define what kind of labor market information (LMI) is needed and how it will be used in the planning process.
2. Review existing LMI to determine whether it is adequate for decision-making purposes.
3. If inadequate, define general parameters and concept for local employer survey and present to policy body* for approval.
4. Through contacts developed by Council members, informally survey executives and/or personnel directors in a few targeted firms to get overview of the types of occupations for which demand is presently high, and/or is likely to continue or increase over the next 1 to 5 years.
5. Use this information, in conjunction with available LMI regarding local industries and occupations, to design survey.
6. Solicit assistance from others who might be able to help design and implement the survey. For example, staff from State Employment Security Agency, NAB regional service office, regional office of the Employment and Training Administration, and local universities or colleges.
7. Develop survey using *qualified* PIC/CETA staff, contractor or volunteer assistance:
   a. set specific survey goals
   b. create survey instrument using concept or terms which will be understandable to respondents
   c. select sample designating industries/businesses to be included in survey.
8. Establish survey administration and internal control procedures.
9. To ensure that survey instrument will elicit the desired information, conduct a trial run with a small number of selected businesses.
10. Depending on methodology, mail survey to or conduct interviews with targeted employers/industries.
11. Follow up mail survey with telephone calls or visits to encourage questionnaire completion and/or to obtain more information.
12. Collect and tabulate data.

*The "policy body" may be the PIC executive committee, the entire PIC, a subcommittee or the prime sponsor advisory council, depending on how each PIC is structured and how it relates to the prime sponsor.

13. Analyze data to pinpoint high demand or turnover occupations which are appropriate for CETA eligible participants. Factors to consider include hourly/weekly wages, training requirements, hiring practices, and promotional policies of firms.
14. Select target jobs for which to plan and coordinate CETA/PIC training programs.
15. Distribute results to interested parties (Job Service, Chamber of Commerce, schools, etc.) for their use in planning.

Allocating Resources

A PIC serving a medium-sized city and surrounding towns budgeted as follows for a project similar to this:

Time: Up to 6 to 8 months from concept to project completion.

Staff: One person to design questionnaire, conduct survey, analyze results and prepare reports; part-time administrative/clerical assistance and project supervision.

Money: In addition to staff salaries, $1,000 to $2,000 for printing, mailing and travel for follow-up calls.

Works Best When

PIC members conduct initial informal survey. Such personal contact may generate enthusiasm toward the formal survey among employers.

Survey is done through personal contact. This secures high response rate and can help to develop future relationships for placement of CETA-trained participants.

Other questionnaires are examined for design ideas.

The survey is carefully structured to obtain only the accurate information needed for decision making.

Answering time for surveys or interviews is kept to a minimum (under 20 minutes).

Information is kept current by small supplementary surveys conducted throughout the year.

Watch Out For

Obsolescence of information. Business conditions and needs can change rapidly.

Confidentiality for survey respondents (maintain and guarantee absolute confidentiality of company-specific information).

Reliability of sample (Each employer's estimate of needs may not be accurate—be sure sample is large enough to be valid).

Measuring Success

What was the response rate to the survey?

Have training programs that complement employer needs been implemented as a result of the survey?

How many CETA participants in above training programs have been placed in targeted industries?

Did schools receive and use survey information?

1b. CETA Impact Survey

Model Intent

To supplement available LMI with specific information on what CETA program is accomplishing.

To develop a private sector perspective on current CETA programs as an aid in EGS project planning.

Model Description

PIC forms subcommittees that conduct surveys of CETA policy body, CETA staff, CETA participants and placements, employers, and subcontractors and vendors. The surveys seek to find out what the programs look like and accomplish from the perspective of all the involved parties. Survey results are used to plan and position PIC projects within the overall CETA plan.

Making It Work

1. Read all contracts, quarterly reports, etc., available from prime sponsor.
2. Propose outline for survey to Council.
3. Appoint PIC research committee (PIC chairperson, planning director, and subcommittee chairpersons as defined below) to recommend direction and set objectives for study.
4. Form subcommittees and assign them to handle specific target groups or programs included in survey.
5. Design survey questionnaire and obtain approval from research committee.
6. Test questionnaire with small pilot group.
7. Send letters to all potential survey participants; follow up with telephone calls to arrange appointments.
8. Interview prime sponsor policy body and staff first (PIC members conduct interviews; staff member assists and notes responses).
9. Interview other groups, including CETA participants, employers, program vendors, and, if appropriate, linked community groups.
10. Write subcommittee reports on findings.
11. Recommend format and findings of final report based on subcommittee reports (Research committee makes these recommendations).
12. Write final report and use as means to improve program, select appropriate new EGS projects and pinpoint CETA projects that PIC can support and complement.

Allocating Resources

A non-urban county-based PIC budgeted as follows for this project:

Time: 6 to 12 months from idea to final report.

Staff: One half-time person to set up project, design questionnaire, meet with subcommittees, accompany PIC members on interviews, and prepare reports, including final report.

Money: In addition to staff salary, up to $3,000 for travel reimbursements, supplies, printing and distribution.

Works Best When

The prime sponsor helps define objectives and scope of project and cooperates fully in its implementation.

PIC members commit themselves to 2 to 3 full days of interviewing in the field in addition to planning and meeting time.

Staff who develop questionnaire and prepare reports go out on interviews. These people can make sure that comparable information is collected.

Staff who go out on interviews are not part of CETA prime sponsor. This helps keep the interviews neutral.

PIC members have broad overview of CETA, including Title VII.

Watch Out For

PIC members treating survey as an opportunity to criticize CETA. For this effort to be successful, prime sponsors must feel supported by—and be supportive of—project through all of its phases.

Measuring Success

Does PIC use resulting report in its planning process?

Does prime sponsor come out feeling supported? Or threatened?

Does a private sector perspective emerge as a result of the report?

Were interviewees generally cooperative? (Problems with this will obviously have a negative effect on the validity of the report.)

1c. Community Employment and Training Resources Survey

Model Intent

To find out what employment and training resources are available throughout the community and how many people in targeted groups are being served; to use this information in PIC planning process to identify service gaps, reduce duplication, and build on existing resources.

To publicize in the business community the availability of free or low-cost job training and placement programs to encourage hiring of disadvantaged workers.

To provide information about resources to school system, service deliverers, and the general public as a public service.

Model Description

PIC writes and disseminates directory listing all agencies, public and private schools, community colleges, CETA delivery units, and community based organizations that offer job training, counseling, and placement.

Making it Work

1. Determine that such a directory does not already exist.
2. Submit concept to policy body for approval.
3. Assign PIC staff to project.
4. Create a master list of organizations with active employment and training programs.
5. Develop and send questionnaire to each organization to gather service and program information. Requested information may include costs, availability of counseling, special services, and number of people served in a year.
6. Make follow-up telephone calls to target organizations to encourage completion of the questionnaire or for additional information.
7. Write, edit and supervise printing of directory.
8. Evaluate impact of directory.

Allocating Resources

A PIC serving a medium-sized city and surrounding towns budgeted for this project as follows:

Time: 2 to 4 months for planning, research and writing, 1 to 2 months for production.

Staff: 3 full-time people for 2 to 4 months for writing phase; 1 part-time person during production phase.

Money: In addition to staff time, $10,000 to $20,000 for printing, advertising and mailing. Some of the printing and dissemination costs could be shared with another organization such as a chamber of commerce.

Works Best When

An existing business-oriented group such as a chamber of commerce cooperates in the distribution of the directory.

Compilers validate information with follow-up calls and by checking with other references.

Directory is updated on regular basis (consider an automated system to record and analyze new data).

Watch Out For

Not separating service deliverers from referrers. For example, agency staff may say they handle placements when in fact they only refer clients to other placement resources.

Measuring Success

Was there a demand for the additional copies of the directory?

How many inquiries about CETA and PIC services were received from businesses as a result of the directory?

Have program enrollments increased as a result of the directory's publication and use?

A possible evaluation tool: tear-out form in directory requesting feedback from users.

2a. PIC Service Evaluation

Model Intent

To gather information from employers who use PIC services in order to evaluate quality and impact of programs; to use this information in evaluation and planning of PIC projects.

Model Description

PIC sends out a customer service questionnaire to businesses working directly with PIC to measure how they rate PIC services and projects.

Making It Work

1. Determine objectives and scope of survey.
2. Present concept to appropriate PIC subcommittee for approval.
3. Design a survey questionnaire.
4. Mail survey to all service users with a stamped, self-addressed reply envelope.
5. Follow up with calls by telephone or in person to encourage users to complete questionnaire.
6. Tabulate results.
7. Use results for evaluating current services and planning future projects.

Allocating Resources

A large urban PIC budgeted as follows:

Time: 1 to 2 months from idea to survey tabulation.

Staff: 2 to 3 staff people for 3 to 5 days each.

Money: $200 to $500 for printing and mailing.

Works Best When

Questionnaire is business oriented—questions use the language of business rather than the language of social service agencies.

Personal follow-up by staff encourages completion of questionnaire.

Watch Out For

Questionnaires that are too time-consuming to complete or tabulate.

Questionnaires that narrowly restrict comments (Design form so that most questions can be answered by a check mark or circle, but leave space for narrative comments).

Measuring Success

What percentage of questionnaires were returned?

To what extent was information useful in program evaluation and planning?

2b. Direct Sales

Model Intent

To increase employer awareness and understanding of government-funded employment and training programs. To increase use of those programs which create new jobs for targeted groups.

Model Description

PIC hires sales representatives to make calls on local businesses to tell about PIC services and attempt to sell PIC service contracts (e.g., on-the-job training or continuing placement agreements).

Making It Work

1. Through local employer surveys, determine awareness level/image of PIC programs among area employers.
2. Present concept of paid sales representatives to policy body and obtain approval.
3. Hire qualified salespeople; orient them to PIC services and programs to be marketed (e.g., OJT contracts, agreements to hire CETA eligibles, and use of incentives).
4. Set call and contract goals with sales representatives and provide them with sales materials, such as desk-top presentations, slide or film shows, descriptive brochures, and other aids.
5. Make initial contacts with company presidents (PIC chairperson and members should conduct this effort). President then opens door for sales representative to meet with personnel director or other appropriate staff.
6. Follow up regularly with sales representatives to evaluate progress.

Allocating Resources

A non-urban, county PIC budgeted as follows for this project:

Time: 6 to 12 months from concept to implementation including time to hire and orient sales representatives and develop marketing materials.

Staff: Over course of program, 10 to 12 staff days, in addition to sales representatives.

Money: Advertising, marketing materials, support services, office space and travel expenses for 3 sales representatives might range from $15,000 to $20,000.

Works Best When

The sales program is coordinated with media promotion and/or direct mail campaign and is planned and directed by marketing professionals.

Sales representatives have business and/or sales experience (consider using retired business people).

PIC members and administrators are involved in initial contract stage.

Professional sales reps are consulted about the overall marketing strategy.

Sales reps can talk about and promote all CETA programs when appropriate. A wider range of options increases the chances that companies will find a useful program.

Sales representatives are sensitive to local CETA image and sell accordingly (If CETA and/or PIC have negative image in business community, consider funding the sales positions through a local business organization. This will allow salespeople to approach business through an organization in which they have confidence).

Watch Out For

Using sales people who do not have experience in the business community. A professional presentation directed at business needs is a must.

Selling too far in advance of the time the services will be available.

Competitiveness, overlap in calls and "hard sells" (Develop a salary, commission and calling structure that encourages cooperation rather than competitiveness among the sales representatives).

Measuring Success

How many and what types of service contracts were signed?

How many new jobs resulted from the new contracts?

How many CETA eligibles were hired?

What was the cost per hire?

How many contacts and/or calls did it take, on the average, to develop each contract?

How many employers who had never used PIC services permitted a sales representative to call?

2c. Media Advertising

Model Intent

To increase employment opportunities by promoting awareness and acceptance in the business community of CETA/PIC programs.

Model Description

PIC develops a multi-media compaign aimed at improving the image and increasing awareness of CETA among private sector employers. CETA is marketed as a program that "works *for* employers."

Making It Work

1. Identify the message that the PIC wants to market or "sell" to the local business community.
2. Determine the personality of the business community—what kind of media campaign will be best received?
3. Determine ways of measuring cost effectiveness of project (see Measuring Success, below).
4. Use this information to construct a request for proposal.
5. Send the RFP to advertising agencies within a 100-mile radius of the community.
6. Select the contractor which is best able to respond to the community and to PIC needs.
7. Execute contract following usual procedures.
8. Meet with contract agency staff to orient them to the specifics of CETA, Title VII, PIC programs and the goal of the media campaign.
9. With agency staff, create an annual advertising plan that includes a variety of self-reinforcing media activities (e.g., radio spots, newspaper ads, TV spots, direct mail).
10. Continually review agency products before they are aired.
11. Monitor contract to ensure quality products and service.

Allocating Resources

A county PIC also serving a small city budgeted as follows:

Time: 4 to 8 months from concept to first media activity (Contracting process takes up to 3 months and planning implementation process 3 to 4 months).

Staff: During annual media planning stage, one staff member uses one day per week for 3 to 4 months. During monitoring stage, one staff member uses 1 to 2 days per month.

Money: Contracts to provide paid radio, TV, outdoor billboard, newspaper advertising, and a direct mail campaign can range from $40,000 to $45,000 (As an option PIC could solicit volunteer assistance through local advertising association).

Works Best When

The PIC has programs in place and can respond quickly to interested employers.

PIC marketing subcommittee and staff have good insights about what local business community will respond to positively and make this clear to the agency.

The ad agency has expertise *and* is sensitive to the needs and concerns of the PIC and the community.

The media campaign is attuned to the makeup of the community and appeals to both large and small employers.

Watch Out For

An ad agency that is unresponsive to the PIC's ideas and concerns.

Details that slip through the cracks (be sure that every media piece is closely reviewed by PIC staff).

Measuring Success

Does the campaign generate more calls from employers to CETA?

What is the increase in contracts (e.g., OJT, on-going replacement) as a result of the media campaign?

Do people reference the campaign when contacting CETA?

Are other primes and PICs in the same area being positively impacted by the campaign?

Are CETA participants being placed more quickly than usual as a result of the campaign?

2d. Incentive Programs

Model Intent

To find permanent private sector employment for employees of an industry that has closed down permanently.

Model Description

PIC sponsors a retraining and placement program for laid-off workers whose job skills are specialized and now obsolete. Project features an OJT voucher system* for reimbursement of employer's training costs. EGS funds are used to fund the marketing portion of the project, including media and direct mail campaigns to local employers.

Making It Work

1. Estimate chances of placing laid-off workers in other local industries by assessing skills of laid-off workers and determining needs in local job market. Obtain assistance of Job Service for this phase.
2. Determine whether job training programs are appropriate. Obtain approval of policy body.
3. Meet with union representatives to plan means of reaching laid-off workers and recruiting them for project.
4. Plan and conduct job-search technique workshops and provide individual follow-up on resume preparation and job search activities.
5. Gain cooperation from chamber of commerce or other business-related group to market the project.
6. Conduct extensive media campaign and direct mail effort that describe and explain the OJT vouchers and the advantages of hiring the laid-off workers.
7. Issue to participants vouchers that offer employers reimbursement of training costs.
8. Establish classroom training in locally needed job skills for difficult-to-place individuals.

Allocation of Resources

A program that placed 50 to 75 people was budgeted as follows:

Time: 2 to 4 months to plan and implement project.

Staff: 30 to 40 percent of the time for two people for duration of project, as coordinators and implementors of marketing aspect.

Money: In addition to staff salaries, $4,000 to $5,000 for direct mail and advertising expenses.

*The voucher identifies an individual as an experienced worker from a closed-down industry who is seeking full-time employment. It explains to employers that the PIC will reimburse a portion of training costs if the employer is willing to hire and train the individual in a skilled occupation.

Works Best When	Union and company management endorse project and encourage workers to participate.
	Chamber of commerce sells voucher/OJT concept to local employers.
	Marketing effort focuses on the strong work experience of this particular group of participants.
Watch Out For	Precipitous classroom training programs. One PIC found that classroom job training did not significantly improve the placement rates for participants.
Measuring Success	How many laid-off workers are placed within three months? Six months?
	What is the cost per placement?

3a. Economic Development Council

Model Intent

To further economic growth of areas—and in the long term, create new jobs—by establishing a strong tie with local economic development council.

Model Description

PIC establishes interlocking relationship with existing economic development council (EDC) by sharing members, chairperson and/or director. The PIC takes responsibility for economic development planning, including sponsoring studies of economic climate, employment pool, employer needs, land use, and recommended industrial/commercial mix. These studies become the basis for future joint marketing effort to attract new business, encourage growth of existing businesses, and to create jobs in an economically declining or stagnant community.

Making It Work

1. Define long-term objectives for the linkage in terms of increasing employment opportunities for the disadvantaged.
2. Decide tentatively with EDC what kinds of studies will be most useful for economic development planning.
3. Obtain approval from policy body for preliminary study that will focus on the feasibility of the project and recommendations for specific components.
4. Obtain bids from consulting firms or research groups and let contract for preliminary study.
5. After completion of preliminary study, obtain approval from policy body to pursue the full planning study.
6. Develop detailed request for proposal from the preliminary study.
7. Obtain bids and let contract for planning study.
8. Assign staff planner to coordinate and monitor progress.
9. Publish and disseminate study results to appropriate agencies.
10. Use results to plan marketing effort for attracting new business.

Allocating Resources

A PIC serving a suburban area of a major city budgeted as follows:

Time: 2 to 12 months from concept stage to completion of preliminary study; 1 year for full study.

Staff: During start-up phase, 10 to 20 percent of an administrator's time; during full study, one half-time project coordinator for one year.

Money: In addition to staff time, $100,000 to $150,000 in contracts to one or more consulting firms. The preliminary study can cost as little as $5,000 (Costs can be cut when similar studies have been conducted by other local groups. Project can then focus on new information).

Work Best When

Economic development council is already well-established and respected by business people in the community.

The request for proposal for the major studies is developed from the findings of a preliminary study. This allows for a clear description of what will be done and encourages more specific proposals.

Surveys and studies are narrow in scope and conducted over a period of time. This ensures that that data is well focused and that follow-up is timely.

PIC staff person coordinates and participates in the project. This gives PIC the capability to update the project independently or at lower cost.

There is strong support from other business-related groups.

Watch Out For

Length of time it may take to convince policy bodies of the relationship between economic development activities and job creation. This kind of project produces only long-term results.

Measuring Success

Primary measures must be long term. Results will not be seen until after the marketing effort which follows these studies. Then evaluation can be done in terms of industries attracted and jobs created for CETA eligibles as a result of new industry

Short-term measures of success can focus on implementation and completion of the studies:

Were the studies completed on time?

Were the studies completed within the budget requirements?

3b. Local Business Group

Model Intent

To develop jobs for targeted groups by using the resources of a local business organization.

Model Description

PIC uses EGS funds to initiate or expand a targeted outreach and placement program sponsored by a businessperson's service club. A staff person is hired by the club to identify and bring together employers and employees. EGS funds subsidize the staff person's salary.

Making It Work

1. Identify a service club (Rotary, Jaycees, etc.) with strong business connections that is conducting (or would consider starting) a community service project with a CETA-targeted group.
2. Present concept to PIC policy body.
3. With agreement of service club, define population(s) to be targeted.
4. Estimate budget required for salary, expenses and staff support. Determine whether and/or how expenses will be shared with the service club.
5. Establish means to evaluate success and determine criteria for continuation.
6. Draw up contract with service club through usual procedures:
   - provide information to business that encourages hiring targeted unemployed workers (CETA-eligible handicapped, youth, Vietnam era veterans, or exoffenders, for example) whose employment needs are not being met in the community;
   - locate job-ready individuals through referrals from cooperating agencies, and introduce them to prospective employers;
   - provide job-related services such as counseling or supervisory training to individuals who have been placed and to their employers.

Allocating Resources

A small city PIC budgeted as follows for a similar project:

Time: From 2 to 3 weeks if cooperating business group already has an on-going program (may take several months to start up a new cooperative program).

Staff: 20 to 40 percent of one person's time during start-up period, in addition to job developer hired for service club.

Money: Agreed upon portion of salary and expenses for job developer. May be as little as $3,000 to $4,000, depending on cost-sharing arrangement, number of people hired and number of hours worked.

Work Best When

PIC members and administrator are members of a range of businness/service organizations and are willing to encourage such projects.

The cooperating club is business-related, since the club membership frequently provides a ready-made core of receptive employers. In addition, members will be highly motivated to use their contacts in the business community to open doors for the outreach/placement program.

The right person is hired to do the out-reach and placement work. This person must relate well to social service agencies and the targeted group and must be able to sell an idea to the business community (In one program, the person selected to work with a jobs for the handicapped project was herself handicapped. This factor established credibility with both the targeted group and with prospective employers).

Watch Out For

Service clubs that are not incorporated (Contracting may present problems. Consider funding through a parent or affiliated group if necessary).

Service clubs are volunteer organizations, and as such their activities command commitment only as far as members' time allows. Be sure that the sponsoring group is fully aware of how much time will be required.

Frequently the targeted persons referred by other agencies will be extremely hard to place—they may be people whom the agency could not place using its usual procedures. Expect the placement rate to be low, especially at first.

Measuring Success

How many placements have been made?

How many placed people are still on the job after six months? One year?

What is the cost per placement?

How many different businesses and service agencies have become actively involved in the program?

3c. Schools and Business

Model Intent

To enhance the relationships among local employers, the school system and the PIC.

To ensure easier access to each other by local businesses and high school graduates who want jobs.

Model Description

PIC sponsors and funds several activities designed to bring schools and students and employers together. These activities can vary greatly depending on local needs. Possible activities include:

- A career day/job fair, in which high school seniors learn about employment opportunities and interview with employers.
- A skills bank into which vocational/technical schools feed names and skills of graduates. Staff (CETA/PIC or Job Service) matches employer needs with graduate skills and arranges interviews for students with the employers.
- Microcomputer disks with Job Service employment information made available to schools to provide labor market information to students.
- Seminars for high school counselors, teachers and administrators to give information on how they can better prepare graduates to meet needs of local employers. Seminars might focus on such subjects as employment trends and projections, needed job skills, and work-readiness training. They could be presented by Job Service staff, personnel directors and representatives of business-related groups.

Making It Work

1. Survey schools, employers and business-related groups to determine needs.
2. Develop list of activities that can meet those needs.
3. Present concept and possible projects to policy group for approval.
4. Contact other agencies and organizations for assistance in planning and implementing projects. Be sure to include Job Service office, Chamber of Commerce, representative school counselors, personnel directors, CETA staff and community-based organization staff.
5. Draw up a time/action plan for a series of specific activities designed to meet local needs. Design evaluation criteria for overall plan and develop tools for evaluating each activity.

Allocating Resources

Use of resources will vary greatly depending on scope of activities and number of people and employers served. Consider these factors in planning.

Time: 2-3 months from concept to time/action plan; 2 to 12 months for implementation, depending upon scope of project.

Staff: Part-time staff support throughout planning and implementation.

Money: From $2,000 to $100,000, depending on activities. Computer-based projects, such as skills banks, tend to be expensive. Job fairs and seminars can cost very little if done with staff from Job Service, CETA and other cooperating agencies.

Works Best When	Accurate and current labor market information is available.
	Local business groups enthusiastically support and market the activities among their members.
Watch Out For	Excluding school staff, Job Service, CETA Staff and other significant groups from early planning process.
Measuring Success	How many placements result from activities?
	What is the cost per placement?
	Do businesses and/or schools request repeat of activity next year?
	Was school vocational curriculum modified as a result of the project?

4a. Small Business Financial Assistance*

Model Intent

To create new jobs by assisting with long-term financing for small business expansion.

Model Description

PIC hires a loan packager to work with small businesses to assess their financial needs and, when appropriate, to prepare loan packages. Throughout this process, job development—including firm agreements to hire CETA eligibles—is foremost.

Making It Work

1. Research financing vehicles available to small business.
2. Decide on the scope of activities (For example, which geographic area will be targeted? Will project focus on government loan programs only—or on a wide range of funding sources?).
3. Train new loan developers in loan processing and packaging (this will probably consist of 3 to 6 weeks of seminars developed and led by experienced lending professionals).
4. Begin marketing the service using direct mail, PIC personal contacts, Chamber of Commerce referrals or other resources.
5. At first meeting with prospective client company, examine financial statements and discuss company goals and needs with appropriate company officers.
6. Analyze information and project long-term financial needs. Include impact of expansion on employment needs. Include job development specialist at this step.
7. Approach lending institution(s) with business plan and financial information.
8. Investigate appropriate funding or guarantee sources.
9. Prepare agreements to be signed at loan closing which state number of CETA eligibles to be hired by specific dates (in some cases, such as Small Business Administration loans, this agreement is part of the loan documents; otherwise, it is separate).
10. Monitor business and placed participants for purposes of compliance, problem-solving and project evaluation.

Allocating Resources

One small city PIC budgeted as follows for project similar to this model:

Time: 3 to 6 months for start-up.

Staff: 1 full time loan packager; 1 support job developer; 1 support clerical.

Money: $30,000 to $40,000 for packager's salary, travel, printing, mailing, and other administrative costs. Clerical and job developer salaries are additional.

Works Best When

There is a healthy local economy—or one that can be turned around with a moderate infusion of capital.

A job developer works with client throughout to determine employment and training needs.

*This model is an example of only one kind of assistance to small businesses. Other projects in which the PIC acts as broker can follow the same general guidelines.

The loan packager has some background in finance and/or lending, as well as extensive job-specific training.

There is close coordination with existing economic development agencies.

Watch Out For

Presenting lenders with loan requests for businesses which are ill-prepared to grow due to management weakness, lack of market or extremely weak financial situation.

Measuring Success

How many loans closed successfully?

How many jobs were generated as a result of the loans?

How many CETA eligibles are placed and retained?

Did companies ineligible for loans use other CETA/PIC programs as a result of contact with the loan packager?

4b. Minority and Women-Owned Business Development Conference and Opportunity Fair

Model Intent

To create new jobs by promoting entrepreneurship/business growth of minority and women-owned businesses.

Model Description

PIC initiates a conference and opportunity fair for minority and women-owned businesses. The conference offers a series of business development workshops addressing topics such as financial planning, venture capital, tax credits, marketing and personnel management to foster business growth. The opportunity fair provides a forum for business owners to meet with corporate buyers to discuss products and services and conduct business. Job development is built into project through presentations on CETA/PIC programs available to expanding businesses and by follow-up surveys.

Making It Work

1. Determine the geographic area to be served (state, county, city). Consider joining forces with a neighboring PIC.
2. Determine interest in conference and fair by surveying minority and women-owned businesses and medium to large-sized corporations in selected area.
3. Locate other PICs that have sponsored such programs and discuss what they did.
4. Get approval of concept from policy body.
5. Develop an operating plan which identifies activities to be performed and establishes time frames.
6. Obtain support from prominent public official(s). They can be key in gaining participation of major corporations.
7. Obtain bids and select contractor with experience in planning and conducting similar programs. Contractor should have responsibility for all physical and logistical arrangements, designing format, and speakers and workshop leaders.
8. Establish a Conference Committee and an Opportunity Fair Committee to assist in planning and implementing activities. The Committees should primarily consist of representatives of participating corporations and minority and women-owned businesses.
9. Work with contractor to get participation from private sector, government officials, university business schools, SBA and others, but focus on people with first-hand business experience.
10. Conduct briefings for representatives of chambers of commerce, NAB, economic development groups and others to inform them of the conference and fair and ask them to recruit participants from major corporations and small businesses.
11. Assist throughout conference and fair with information about PIC/CETA programs available to expanding businesses.
12. Evaluate conference and outcomes with surveys conducted during and after conference (See "Measuring Success", below).
13. Follow up with telephone calls or personal visits to participating minority or women-owned businesses in order to obtain placement or OJT agreements for CETA eligibles.

Allocating Resources

A large state-wide conference and fair might be budgeted as follows:

Time: 8 to 12 months from concept to conference/fair.

Staff: About 10 percent of the time of 4 people (managerial, administrative, clerical) throughout the project.

Money: $50,000 to $180,000, depending on size of conference/fair. EGS funds may be supplemented by governor's grant funds. Fees may also be charged to minority and women-owned businesses and corporations participating in event.

Works Best When

Public official with strong business ties is heavily involved in obtaining participation.

There is strong enthusiasm among targeted businesses in the initial survey.

A significant number of large businesses express interest in contracting with local small businesses.

Other business-related groups are included early in the planning process; they are a vital source of participants.

Watch Out For

Competition with other local groups involved in similar projects. In such circumstances, attempt to work cooperatively; at least, attempt to position yourself with a service that could be incorporated into their event.

Measuring Success

To measure short-term success, ask:

To what extent did the number of participants meet your expectations?

How did participants evaluate the conference/fair during and after the event?

Longer term measures might include:

How many and what size contracts for participating businesses resulted within 3 months? 6 months? 1 year?

How many and what kinds of jobs were created?

How many CETA-eligibles filled the newly-created jobs?

4c. Small Business Expansion

Model Intent

To increase job opportunities by assisting small businesses that are ready for expansion.

Model Description

PIC provides management and marketing assistance for expansion of several small businesses.

Making It Work

1. Identify small businesses in need of help for expansion (Initial contacts may be made through local business group).
2. Discuss specific needs for expansion. Determine if business needs fit well with PIC objectives.
3. Draw up, after approval by policy/funding body, contracts specifying amount and type of aid, as well as commitments to hire CETA eligibles as businesses expand.
4. Hire management/marketing specialists to assist business owners.
5. Monitor companies regularly. Daily contact by PIC member or staff is appropriate in same cases. Pay special attention to cash flow situations and to the coordination of production with marketing and sales efforts.
6. Locate other sources of help, such as SBA and consultants, as appropriate. PIC may assist with consulting fees.

Allocating Resources

A program to aid up to 6 small businesses might be budgeted as follows:

Time: 2 to 3 months to approve concept, hire staff and locate receptive small businesses.

Staff: 1 or 2 full-time business management specialists, plus part-time administrative/clerical support.

Money: Salaries of management and marketing specialists; consulting fees as needed. May run from $20,000 to $50,000 depending upon number and level of positions funded. Also investigate linkage with SBA, which sometimes furnishes management aid without cost. Local retired businesspeople may also provide aid at little or no cost on a part-time basis.

Works Best When

There is a reasonably good economic climate—one receptive to the type of products or services offered.

The management specialist has strong *experience* in making a business run—with particular understanding of the financial aspects.

PIC members donate their business expertise when appropriate.

Watch Out For

How the management and/or marketing specialists are selected—specify that PIC members with business experience will be involved in process and must approve selection.

Cash flow problems caused by expansion outlays (Require frequent financial reports—monthly, or even weekly, if business is having financial difficulty).

Measuring Success

Have the businesses generated the expected new business?

Have CETA eligibles been hired and retained at end of contract period?

How close is each business to managerial or marketing self-sufficiency at end of contract period?

4d. CETA Participant-Owned Businesses*

Model Intent

To create permanent jobs for CETA participants by helping them set up their own small businesses.

Model Description

PIC recruits and trains CETA-eligible participants to own and operate home day care centers. Area employers may share expenses for this project by arranging parent referrals and child placements, providing in-service training, and supplying other administrative services.

Making It Work

1. Determine market for child care services by surveying major employers and their employees (Organizations with many shift workers, many women employees and/or many job openings in high-turnover positions are most likely to need child care services.).
2. Present concept to policy body and obtain approval.
3. Select program operator to coordinate project and establish on-going network of day-care centers.
4. Research local licensing procedures, HEW guidelines for day-care centers and other state and local requirements.
5. Obtain bids for training of program (Community colleges or vocational schools are likely deliverers. Training will consist of at least 10 to 20 weeks in child care and business-related courses, followed by 6 to 10 weeks of supervised work experience in an operating day care home'.
6. Set rigorous candidate assessment and selection process.
7. Recruit candidates through newspaper help-wanted ads, contacts with other agencies, and public service announcements.
8. Set up procedures for matching child placements with day-care operators who complete training (Consider timing and proximity of day-care home to work place).
9. Continue assistance to day care operators after program ends.
10. Find alternative funding through employer-users.

Allocating Resources

A major city PIC budgeted as follows for similar project:

Time: Six months to one year from concept to beginning of first training program.

Staff: Full-time program director, resource coordinator; part-time educational counselor, site developer and clerical support. Staff funded by PIC through program operator.

Money: $40-60,000 for participant stipends and training costs for about 15 participants. $200,000-250,000 for staff salaries, administrative costs, advertising, course manual preparation. A combination of Title VII, Title II-B and governor's grant funds may be used for a model of this nature. Costs in subsequent years will be significantly less.

*This model focuses on one particular type of CETA participant-owned business. The same process will generally apply to other types of new businesses in which participants get started.

Works Best When

Employers express strong support of program, including willingness to underwrite some costs. Training and follow-up focuses on record-keeping and other business concerns.

Candidates are assessed and screened carefully.

New operators get considerable individual attention during the first few weeks of business (In addition, only two or three children are scheduled for the first few weeks until operators are comfortable with the routine).

Operators meet with each other regularly in support groups.

Community has hospitals and/or other high-technology industries with many shift workers. These entities frequently have trouble getting employees because of lack of child care facilities.

Quality of service is constantly monitored.

Watch Out For

The thoroughness of the selection process. This program has relatively high costs per participant, making the cost of failure very high.

Trainee failure to learn small business skills, particularly record-keeping. Failure in this area is disastrous to a new business.

Offering day care services to organizations whose workers cannot afford regular day care. Day care home serving such workers may fail due to irregular or very low client use.

Measuring Success

How many participants operate centers successfully over a period of one year or more?

How many employers continue to support project with referrals, placements and in-service training.

4e. Major Industry Expansion

Model Intent

To provide jobs for target groups by establishing a st ng tie with a major local industry expanding its operation.*

To meet the immediate need of a major employer for large numbers of trained employees.

To establish the PIC as the first source for future employees.

Model Description

PIC identifies an industry (or employer) with strong needs for a particular type of employee, then establishes training program and trains and places CETA participants. EGS aspect of this project is the start-up effort of locating receptive employers and setting up training and placement programs.

Making It Work

1. Collect labor market information. Specifically, obtain information on new hires and turnover in entry-level positions for a variety of local industries. Identify those industries with the most constant need for new employees.
2. Present concept to policy body for approval.
3. Assign staff or PIC members to call on targeted employers to explore possible joint efforts.
4. Contact vendors to develop curriculum and/or training center.
5. Submit cost proposals to funding sources. (PIC EGS funds may be used for salary of staff doing start-up work. For the training aspects of the project, Title II or Governor's Grant funds may be used.)
6. Keep in constant touch with interested employers to verify their interest and commitment to hire.
7. Execute training contract with vendor. Be sure the contract is specific about start-up time, extent and nature of training to be provided, average length of training for an individual, and cost.

Allocating Resources

One program designed to train 100-150 people per year for jobs in one industry was budgeted as follows:

Time: At least 6 to 8 months from concept to enrollment of first trainees.

Staff: For start-up, 20 to 30 percent of one staff person's time with great variation from week to week. Once program is underway, a full-time staff person may be needed for counseling and monitoring, but this salary would not necessarily come from EGS funds.

Money: In addition to staff salary, allow a small amount for mileage, mailing and other administrative expenses.

Works Best When

LMI is accurate and confirmed.

There is a commitment of time for many employer visits when exploring and setting up program.

*Similar projects can also be initiated with companies considering relocating to the area. Strong linkage with economic development council can be useful in identifying these potential employers.

There is a flexible training vendor.

Program design is a customized effort involving the PIC, vendor and employer—with the focus on employer needs at all times.

Watch Out For

Allowing enough time—and preparing policy body, funding sources, vendors and employers for a lengthy process. Otherwise, funding or commitment may be cut off when results are not achieved quickly.

Measuring Success

Does the employer continue to use the program?

Have other employers approached you for similar programs?

What is the placement rate?

What is the cost per placement?

4f. Job Retention Through An Employee Stock Option Plan

Model Intent

To regain jobs lost in recent plant closing.

Model Description

When plant shuts down, PIC is approached for help in handling large numbers of unemployed workers. Through interest of state government, local government, union or other group, employee stock option plan (ESOP) is suggested as possibility.

PIC uses EGS funds to support feasibility studies and attorney fees for employee stock option plan which would allow purchase and reopening of a plant which recently closed. Large numbers of jobs may be retained by such a project.

Making It Work

1. Obtain policy body approval for concept.
2. Form board of directors for new corporation. Board should include representatives from several interested groups: union representative, former manager(s), bankers, accountant, attorney, a person familiar with the industry, and others as appropriate. This group makes contracting decisions described below.
3. Hire professional financial consulting firm to assess net worth of company, as well as viability of reopening, through studies of available markets, available resources for materials, and reasons for plant closing.
4. Hire attorneys who specialize in acquisitions and who have experience with ESOPs.
5. Investigate financial alternatives. Alternatives may include industrial revenue bonds and commercial bank loans for collateralized parts of loan package. Federally guaranteed loans may be possible for start-up and operating costs. It may be possible to use Urban Development Aid Grants to fill financing gaps.
6. Begin negotiations with plant owners for purchase. Lease-purchase plan may be preferable for buyers.
7. Start up plant when purchase is complete.

Allocating Resources

One balance of state PIC budgeted as follows:

Time: At least three months to form board, hire consultants and attorneys, complete feasibility studies and find financing. Speed is essential, since interest will fall among former employees after several months without pay.

Staff: At least 3 full-time staff members, although these need not be PIC staff. In addition, new company Board members must offer many hours of time each week.

Money: $100,000 for studies and attorney fees. This may come from EGS funds, governor's grant funds, and/or other state, local and union funding sources.

Works Best When

The process begins before the plant actually closes (Financing is easier to get if a plant is still operating).

Board of directors is formed early in the process and represents the community and future owners. This mobilizes the community and keeps the control local.

The Board's attorneys act as clearinghouse for all information and action.

The union is enthusiastic and offers strong leadership in project.

Local firms (legal and consulting) are used whenever possible.

Employees are aware of the need for financial sacrifices—both short-term and long-term (They should expect to have wages from the first week or two held back for several years or until they leave the company. In addition, they must expect substantial deductions from their paychecks for many years to purchase stock which may be slow to appreciate in value or which may never pay a return).

Watch Out For

Allowing project control to slip out of the community.

Being weak in the negotiating process. The only buyer in sight is in a position of strength and can negotiate accordingly.

Measuring Success

Does plant reopen (and remain open)?

How many former employees are re-employed in the plant?

How quickly does plant begin to break even? To operate at a profit?

4g. Community Service Improvement

Model Intent

To reduce turnover and to expand employment opportunities by improving transportation between where low-income people live and where they work.

Model Description

PIC establishes new transportation lines serving employers and employees by one of two methods:

A. Contracting with private transportation company to run bus lines between low-income residential and outlying industrial areas;

B. Negotiate with public transportation to add lines to outlying industrial areas.

Making It Work

1. Investigate available public and private transportation systems serving the area to spot service gaps.
2. Identify places of business and low-income neighborhoods not served by transportation systems.
3. Obtain LMI that identifies employers with high turnover in entry-level jobs.
4. Appoint PIC subcommittee to coordinate activities.
5. Contact companies identified in steps 2 and 3. Contact may be made through introductory letters, exploratory telephone calls, in-person visits or invitations to meet with other interested companies, the PIC subcommittee and support groups (such as representatives from the Chamber of Commerce or local political bodies).
6. Conduct employee surveys within interested companies to determine potential usage of proposed transportation lines by present employees.
7. Meet again with interested companies to examine survey data, propose service lines, suggest alternative means of providing service, and set program evaluation criteria.
8. Arrange for transportation services. Alternatives for providing transportation, include two that have been notably successful:

OPTION A	OPTION B
Contracting with privately operated transportation company	Persuading public transit system to expand services
9. Obtain bids from private transportation company	9. Negotiate with transit system to provide service. Include appropriate political figures in all negotiation PIC role ends when negotions succeed except for occasional monitoring of new transit line use.
10. Determine with cooperating companies how costs will be shared. Costs may be covered by fare receipts, EGS grant, and/or subsidies from businesses served.	
11. Execute contract following usual procedures.	
12. Keep in constant contact with employers to monitor usage, quality of service, and need for scheduie or route changes.	

Allocating Resourses

Budgets for small city (Option A) or medium-sized city (Option B) could be similar to the following:

Time: Eight to twelve months from idea stage to first day of service. Although locating interested companies and conducting serveys may take only three to five months, the bidding process and/or political process can add several months.

Staff:

OPTION A	OPTION B
At investigation, survey and meeting stages, several staff members (4-8) may need to use up to 50 percent of their time on project. Staff time needed will vary according to geographic area covered and number of companies contacted and surveyed.	Over the course of the first year, at least 25 percent of one staff person's time will be used for this project.

Money: Costs can range from under $1,000 for mailing, printing and mileage (Option B) to well over $100,000 for EGS subsidy of first year transportation contract.

Works Best When

Accurate LMI regarding turnover in entry-level jobs is available.

Detailed surveys of employee transportation usage and preferences are made.

There are strong linkages with support groups, transit authority, and political structures.

Under Option A, the transportation system is structured to become self-sufficient or employer-subsidized within a year or two.

Watch Out For

Contracts with transportation companies that are not professionally managed. If service is not absolutely dependable, people will not use it.

Rigid agreements that do not allow leeway for changes in worker shifts, route modifications, allocation of buses, and other variables.

Measuring Success

How does actual usage compare with expectations after one month? Six months? One year?

After six months or one year, how many people hired during that period use the new system?

How many new hires who use the program do not have access to a car?

In the long term (1 to 5 years), how many CETA participants without cars are placed with employers served by the transportation program?

5a. Outreach

Model Intent

To fill rapidly a large number of entry-level job openings for a major local employer.

To build credibility with business by acting quickly.

To reach the untapped labor market (those unemployed who are economically disadvantaged but no longer seeking work).

Model Description

PIC locates a company that wants to expand but cannot fill enough entry-level positions. With the cooperation of local Chamber of Commerce, Job Service office, and/or other groups, the PIC runs an advertising campaign to encourage the latent labor force to apply for available employment. This program is unique in its speed: less than three weeks from initiation to completed placements.

Making It Work

1. Through contacts with prime sponsor, Job Service, Chamber of Commerce, or other community groups, or through LMI efforts, locate employers with large numbers of new job openings.
2. Obtain policy board approval for concept and estimated funding.
3. Meet with company officials to determine what jobs are open and plan strategy. Chamber of Commerce, Job Service and CETA officials may be included in this meeting. Be prepared to introduce company to PIC and CETA goals and programs.
4. Write and place ads in local newspapers informing people of types of jobs available. Instruct respondents to call specific intake office; this may be CETA office, Job Service, or the hiring company, depending on the local situation. In addition to newspaper ads, consider radio spots, handbills and personal contacts with other agencies who have unemployed job-ready clients. Campaign should be concentrated in a 2 to 3 day period.
5. Follow up with employer and other involved groups to determine number of placements and, when possible, the number of CETA eligibles and participants placed.

Allocating Resources

A project to place 50-60 people in one industry might be budgeted as follows:

Time: Can be less than three weeks from initiation to placements if effort is concentrated.

Staff: Once employer has been located, 3 to 10 days full-time for 3 or 4 people who coordinate activities, plan meetings and write and place advertisements.

Money: $500 to $2,000 EGS funds for ads and printing, depending on how costs are shared. Costs will be higher in large cities.

Works Best When

Everything happens quickly. Being fast and unbureaucratic encourages business to regard PIC as a useful source of employees in the future.

On the job training (OJT) vouchers are used as additional incentive.

Watch Out For

Excluding vital groups (Whenever possible, include Job Service and local business groups in meetings with employers.).

Measuring Success

How many people were placed?

How many CETA participants were placed as a result of the project?

What is the cost per placement?

How many people are still on the job in six months?

How many days does it take to fill available positions?

Has company requested more projects with the PIC?

Have other companies sought a similar service?

5b. Self-Directed Job Search

Model Intent

To give CETA participants the skills needed to take advantage of private sector job opportunities (This project is particularly useful for CETA eligibles who are job-trained but not work-ready).

Model Description

Job seekers participate in a structured, self-placement workshop including one week of motivation/self-concept activities, followed by 2 to 3 weeks of a guided job search. The workshop trainers are available as counselors and will refer participants to training if their job search fails. Participants receive allowances throughout process.

Making It Work

1. Identify target groups. Get approval from involved referral agencies such as the welfare department, Job Service office and CETA planning council.
2. Appoint a project committee which includes the workshop leaders and a resource person from each agency.
3. Establish linkages with other community groups and agencies which can refer participants (law enforcement groups, spouse abuse centers, adult education programs, etc.).
4. Orient outside agency staff who are assigned to project. They can screen (identify those who have few work skills or little experience and refer them to job training programs), conduct orientation for prospective participants, identify artificial barriers (lack of child care, transportation, etc.) and help participants find solutions to those problems.
5. Establish procedures for office routines such as paperwork flow and fund distribution.
6. Design the training and counseling segments of the project.
7. Run one or two test programs to work out procedural problems.
8. Implement full program.

Works Best When

Media publicity begins after test program is completed. Combine this publicity with direct mail to area employers describing the program and "selling" the participants as good people to hire.

PIC members participate in the classroom segment of the project. Their input on what employers expect lends credibility to the project for both the participants and future employers.

Agency counselors and workshop leaders give special attention to artificial barriers to both project enrollment and actual employment.

Allocating Resources

A PIC serving a large rural area might budget as follows:

Time: 3 months start-up, including establishing linkages and planning and designing the project.

Staff: Involves several types of people on a part-time basis (1/4 to 1/2 time):

- workshop leaders
- counselors (may be from other agencies)
- supervisor
- administrator/publicist
- clerical support person

Money: About $150,000 for staff salaries, rent, office equipment, training supplies, participant allowances and general operating expense for a program serving about 150 participants. Funding can include EGS money as well as Title II-B and governor's grant money. Cost can be cut significantly by sharing office and classroom space with another agency, by omitting participant allowance or by linkup with an existing program.

Watch Out For

Not including staff of participating agencies in the planning stages. Since most referrals will come through client contact staff, their support is vital.

Measuring Success

What is the placement rate?

What is the cost per placement?

What is the retention rate of project participants after 3 months? 6 months?

How many productive agency linkages have been established as a result of this project?

5c. Retaining Disadvantaged Workers

Model Intent

To increase the job retention and productivity rate of economically disadvantaged workers through training their supervisors.

To demonstrate the economic viability of creating new jobs and filling them with CETA participants from a targeted group (e.g., Native Americans, displaced homemakers).

Model Description

PIC sponsors training program for supervisors of placed CETA participants. The content of the training can include standard supervisory skills and segments on the special needs, cultural issues and problems of economically disadvantaged workers.

Making It Work

1. After recognizing a retention problem for a company employing many CETA placed participants, discuss providing training for supervisors that will complement CETA participant training.
2. Obtain approval for project from policy body.
3. Obtain bids from contractor to conduct a needs assessment and develop and deliver a training program for supervisors.
4. Work with contractor and employer to design training and tools for evaluating the training.
5. Conduct training.
6. Evaluate results.

Allocating Resources

A program that delivered 30 hours of training to 15 supervisors in one company was budgeted as follows:

Time: 2 to 3 months from idea stage to first training session.

Staff: 10 to 20 percent of one staff person's time for 2 to 3 months start-up period.

Money: $8,000 to $10,000 for development and delivery of training, travel expenses, supplies, training materials and project overhead.

Works Best When

The administration of the training is in the hands of the employer.

The trainees have had little formal supervisory training and/or little experience as supervisors of economically disadvantaged workers.

Watch Out For

Elaborate pre-test or post-test evaluation systems when the training is perceived by participants as threatening or when trainees have low literacy skills.

Measuring Success

Has retention rate of targeted workers improved?

Has productivity of workforce risen?

Has absentee rate declined?

Section 2
Part C

Employment Generating Services Models Feedback Form

To help NAB share information regarding EGS projects which might serve as models for others, please take a few minutes to complete this questionnaire telling us about one of your EGS success stories. For an example of the type of information desired, regarding your project, refer to any of the preceding model descriptions.

My Name is_____ Title_____
PIC_____
Address_____
Phone number_____

EGS Project Information

1. **Intent (Goals and objectives):**

2. **Description (Summary of what was done/outcomes):**

3. **Making It Work (Steps in implementing project—use extra sheet if necessary):**

4. Resources Required

Time:

Staff:

Money:

5. Works Best When (Necessary conditions for success):

6. Watch Out For (Potential project pitfalls):

Measuring Success (Evaluation questions and criteria):

Return form to:

Training Department
National Alliance of Business
1015-15th Street, N.W.
Washington, D.C. 20005

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